Factors Affecting Burnout in Manufacturing Industries

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Abstract—This study was to determine the effect of workload, work family conflict, work life balance on burnout of employees of PT. Graha Planet Nusantara Tangerang. The object of this research is employees who work at PT. Graha Planet Nusantara Tangerang. This study was conducted on 83 respondents using a quantitative descriptive approach. The results of this study show that the workload variable has a significant positive effect on burnout, work family conflict has a significant positive effect on burnout and work life balance has a significant negative effect on burnout. The approach used in this study is the Structural Equation Model (SEM) with a Smart-PLS analysis tool. Therefore, the results of this research test state that there is a joint effect between workload, work family conflict and work life balance variables on burnout at PT. Graha Planet Nusantara Tangerang.

Keywords: work load, work family conflict, work life balance, burnout

I. INTRODUCTION

A. Background

Human resources are important factors in the company to determine the success or failure of the company in achieving its objectives. Good organizational planning is certainly supported by the ability of human resources to carry out their work, so that in the planning process these goals will not experience many problems. The Problems that often arise in the world of work today are saturation or work fatigue caused by increased workload. The company's competition requires its employees to further increase productivity, with minimal human resources but more workload. If the increase in workload is not supported by excellent conditions both non-physical and physical, it will cause fatigue [1].

Soelton and Syamsu, Gonul and Gokce say burnout is a prolonged response related to stress factors that continue to occur in the workplace where the result is a combination of workers and their jobs [2]. The employees who have the highest burnout level are mostly likely to withdraw from their jobs so that the work is not optimal. Meanwhile, if employees feel that there is a discrepancy given by the company to employees, such as the existence of unhealthy competition among fellow employees, lack of support from superiors, this is what causes symptoms of burnout in employees [2]. According to Soelton and Syamsu, Rahmawati and Amir

burnout conditions will also affect the decline in performance and work performance and changes in individual attitudes in the work environment such as: withdrawal from work by keeping distance (decreasing intensity correlates well with clients or colleagues work), more absent and have a higher turnover than other workers [2]. According to Jumadi, Soelton and Nugrahati, basically the workload imposed on employees must be in accordance with the capabilities and regulations that apply, excessive workload (workload) can cause fatigue and work stress on employees which results in low employee job satisfaction [3].

In addition to causing fatigue, employees will also experience physical, emotional disorders and ultimately lead to boredom. But not all individuals experience fatigue due to high workloads. As experienced by Dini, the negative conditions that occur in the corporate environment are actually used as a tool to provide courage and willingness to actively seek solutions to problems so that burnout does not occur [4]. Burnout is a term for a decrease in physical condition after stress that is not cured that is related to work and is characterized by a disease or physical disorder. Baron & Greenberg in Saputra, say that burnout is an emotional, physical, and mental fatigue syndrome associated with a low sense of self-esteem, due to intense and prolonged stress suffering [1].

This will be a serious problem for employees and companies if it has led to the emergence of burnout. Burnout is a condition of loss of energy both psychologically and physically. Usually this happens due to working conditions that do not support or are not in line with expectations. Usually burnout is experienced in the form of physical, mental and emotional fatigue. Because it is psychobiological (the psychological burden of moving to the physical appearance, it's easy to be dizzy, not concentrating, easy to get sick) and usually cumulative, sometimes the problem is not easily solved [1].

According to the National Safety Council (NSC) in Maharani and Hapsari, it is explained that burnout is a result of stress that is felt on a general workload, a specific symptom of work saturation in the form of boredom, pessimism, lack of concentration, unsatisfactory quality of work, depression, decreased job satisfaction, absence from work, experiencing illness or suffering from an illness [4]. Burnout is a crucial problem in the world of work, because it often inhibits

employee performance which ultimately harms the company. Cooper et al., in Saputro explained that burnout often arises in the workforce due to high routine and daily stresses [5]. As explained, the demands or workload given to employees that exceed their abilities will result in a decrease in employee conditions. Excess workload is one of the problems that are always found in various types of work. According to Gibson in Saputro everyone has experienced a workload that is too heavy (work overload) at a time [5]. Excess workloads are too many tasks or responsibilities with little work time experienced by workers. Excess workloads often occur in companies that have high mobility. Excess workload arises because employees consider themselves unable to do work with a burden that exceeds their capacity. In general, the workload has its own limitations. Limitation - the limitation itself can be seen from the abilities possessed by employees with the workload itself.

In addition to overloading workload, work family conflict is one of the reasons employees experience fatigue at work. Usually work family conflict occurs in employees who already have a family, there are two demands that must be fulfilled, namely demands in the workplace and in the family that must be completed simultaneously with limited time and ability.

Soelton and Syamsu, Hanif defines that role conflict is a psychological symptom experienced by members of the organization that can cause discomfort in work and potentially can reduce work motivation so that it can reduce overall employee performance [2]. Soelton and Syamsu, Handoko, role conflict is something that happens when an individual / employee faces uncertainty about the work he expects to do, if various work requests conflict with each other or if the individual is expected to do more than his ability [2]. Munda & Yuniawan explained that work family conflict occurs in someone who has long working hours and finds it difficult to balance the demands of work and family which will cause pressure or stress and have an impact on reducing job satisfaction [6]. Wulansari mentions both work family conflict and family work conflict have consequences for employees [7]. However, previous studies discussed more about the effect of work family conflict rather than family work conflict. This is because work family conflict is considered to have a more serious impact on employees compared to family work conflict.

In a study conducted by Hakim et al in Wulansari, it was stated that women often find it difficult to be able to combine roles in work and family [7]. For example, when there is a business meeting outside the city or a nighttime meeting can cause conflict because it coincides with a schedule of family dinners or parent and teacher meetings which are unlikely to be in the same two places at the same time. Total demands on time and energy that begin to be unbalanced will be an overload or overload for women who work so that they can trigger fatigue both physically and emotionally (burnout). Research conducted by Brown and Roloff in Wulansari, shows that as many as 57% of white collar workers report work-family conflicts that occur within themselves due to long working hours [7]. White collar workers, especially women, have greater responsibilities than non-white collar workers. In addition to working during working hours, they have to prepare extra time for needs outside working hours such as meetings,

official trips out of town, and they also have to set aside time for the family. Time limitations and excessive workload cause burnout which can be physical and emotional fatigue.

In the study of Kuntari et al., it was shown that there was a positive relationship between work families conflict with burnout not only in women who worked, but that men could also experience work family conflict [8]. So the higher the work family conflict, the higher the burnout experienced. To achieve the target well, employees cannot rely solely on skills. No less important is the balance of employees in managing the balance of their personal lives with the demands of work. Often times employees who have excess workloads cannot keep up with their personal lives. When an individual does not maintain balance and work too much in organizational settings, this can lead to psychological (mind, soul) and behavioral consequences, as a result of low productivity. Work life balance is well defined as a situation where workers feel able to balance work and personal life or other commitments [9]. Work life balance means that employees can freely use flexible working hours to balance their work or work with other commitments such as family, hobbies, arts, studies, and not only focus on their work according to Frame and Hartog in Moedy [10].

Preeti Singh and Parul Khanna suggest that, work life balance is a broad concept that involves determining the right priority between "work" (career and ambition) on the one hand and "life" (happiness, leisure, family and spiritual development) on the other side [11]. Work life balance is an important factor for each employee, so that employees have a balanced quality of life. Clark in Shobita and Sudarsan proposes a new theory about work life balance, namely how the boundary between work and life and work or family is the main one, and separates between physical and psychological [12]. Schermerhorn, Hunt and Osborn also defines work life balance as a person's ability to balance work demands with their personal and family needs [13]. Work life balance according to Hill, Hawkins, Ferris and Weitzman refers to the extent to which individuals can simultaneously balance emotions, behavioral demands and time from paid work, family, and personal duties [14].

Looking at the phenomena and facts that have been stated in the description above, there are several aspects that affect employee burnout at PT Graha Planet Nusantara Tangerang, which include workload, work family conflict, and work life balance so the authors are interested in conducting research and the author will discuss further with the title "The Influence of Workload, Work Family Conflict, and Work Life Balance On Burnout in Employees".

B. Research Purposes

The research objective was to determine the effect of Workload Conflict, Work Family Conflict, and Work Life Balance on Burnout at PT Graha Planet Nusantara Tangerang employees.

C. Benefits of Research

The results of this study are expected to contribute to add insight or research studies and as a basis and comparative and

reference studies for similar researchers. The results of this study can be taken into consideration for the office to determine the policies to be taken in overcoming the influence of Workload, Work Family Conflict, and Work Life Balance on Burnout at PT Graha Planet Nusantara Tangerang employees.

II. LITERATURE REVIEW

A. *Workload*

According to Maharani, a person's workload has been determined in the form of a company's work standard according to the type of work [15]. If most employees work according to company standards, then it is not a problem. But on the contrary, if the employee works below standard then the workload will be excessive. Human resource needs can be calculated by identifying how much the company's output in a particular division is to be achieved. Then this is translated in the form of length (hours and days) of employees needed to achieve the output, so that it can be seen in any type of work that occurs negative deviation or according to standards.

According to Permendagri No. 12/2008 in Aldata states that workload is the amount of work that must be carried by a position or organizational unit and is the product of work volume and time norms [16]. If the ability of workers is higher than the demands of work, boredom will emerge. But on the contrary, if the worker's ability is lower than the demands of the work, there will be more fatigue. The workload that is charged to employees can be categorized into three conditions, namely the workload that matches the standard, the workload that is too high (over capacity) and the workload is low (under capacity).

According to Meshakti in Maharani, workload can be defined as a difference between the capacity or ability of workers with the demands of work to be faced [15]. Given that human work is mental and physical, then each has a different level of loading. The level of loading that is too high allows excessive energy use and overstress occurs, whereas the intensity of loading that is too low allows boredom and saturation. Therefore, it is necessary to try the optimum level of intensity between the two extreme boundaries and of course different from one individual to another.

According to Tarwaka, there are several dimensions and indicators in workload, namely [17]:

1) Time load, shows the amount of time available in planning, implementation and monitoring tasks.
- Too much overtime
- There is almost no free time

2) Mental effort load, which means the amount of mental effort in carrying out a job.
- Very little mental effort is needed with full awareness or very little concentration needed
- Enough mental effort is needed with awareness or sufficient concentration is needed

- Very necessary mental effort and high concentration of activities that are very complex so that full attention is needed

B. *Work Family Conflict*

According to Natameyer et al. in Baah defining family work conflicts as a form of conflict where public demands, time and tensions that originate from work interfere with employee responsibilities to the family [18]. According to Darmayanti in Noviyanti, family conflicts with workers occur when individuals have to face demands from one domain of interests (work or family) which causes the interests (roles) one must defeat the interests of the other [19]. For example, the more people who experience demands in the role they should perform at home. Challenging jobs, frequent long trips and the same working hours can easily lead to conflict with pressures and desires to participate in family activities.

Whereas in the job role, family conflict - work will cause work fatigue will affect individual behavior in the organization such as absenteeism, employee turnover, and ultimately will lead to the desire to move [20]. According to Ching in Sari, work-family conflict is a form of role conflict where the demands of the roles of work and family cannot be aligned in several ways [21].

Agreeing with Frone, Greenhaus, and Parasuraman in Noviyanti suggests that work family conflicts occur because employees try to balance the demands and pressures that arise, both from the family and from the work [19]. Darmayanti in Noviyanti states that family work conflict (work family conflict) has two components as follows [19]:

- Family affairs interfere with work (Family interference with work)
- Work affairs interfere with the family (Work interference with family)

According to Yang et al. work family conflict dimensions are [22]:

1) Time-based conflict: Time-based conflict occurs when the time allocated to perform a role causes difficulties to fulfill demands from other roles.

2) Strain-based conflict: Strain-based conflict occurs when strains (eg fatigue) are caused by carrying out a role causing the difficulty to take responsibility for other roles.

3) Behavior-based conflict: Behavior-based conflict occurs because the tension generated in a role influences the implementation of other roles.

C. *Work Life Balance*

According to Greenhaus et al. in Putri, balance is generally seen as a lack of conflict [23]. But if it is connected and incorporated into the understanding of work life balance, balance or balance here comes from effectiveness (functioning well, productively, success) and positive (satisfying, happy) effects both for work and family roles. Greenhaus et al in Putri, defines work life balance as the degree to which an individual aligns involvement and satisfaction in work roles and family roles [23].

Work Life Balance is well defined as a situation where workers feel able to balance work and personal life or other commitments [9]. Work balance in the broad sense is defined as the level of satisfaction of involvement or compatibility between multiple roles in one's life [24]. Schermerhorn, Hunt and Obsorn also defines work life balance as a person's ability to balance work demands with their personal and family needs [13].

Work Life Balance according to Hill, Hawkins, Ferris Weitzman refers to the extent to which individuals can simultaneously balance emotions, demands behavior and time from paid work, family and personal duties [14]. This role conflict arises because there are demands that are not in line or contradictory, for example as a worker who works as a nurse he must do overtime work but as a mother he must also pay attention to family needs as well.

1) WIPL (Work Interference With Personal Life): This dimension refers to the extent to which work can disrupt an individual's personal life. For example, work can make it difficult for a person to manage time for his personal life.

2) PLIW (Personal Life Interference With Work): This dimension refers to the extent to which an individual's personal life interferes with his work life. For example, if an individual has a problem in his personal life, this can disrupt the performance of the individual at work.

3) PLEW (Personal Life Enhancement Of Work): This dimension refers to the extent to which one's personal life can improve the performance of individuals in the world of work. For example, if the individual feels happy because his personal life is pleasant, this can make the individual's mood at work enjoyable.

4) WEPL (Work Enhancement Of Personal Life): This dimension refers to the extent to which work can improve the quality of an individual's personal life. For example, skills acquired by individuals at work allow individuals to use these skills in their daily lives.

D. Burnout

Leiter and Maslach suggested that burnout is defined as emotional fatigue syndrome, depersonalization, and a sense of personal decline, achievement, which can occur in individuals who work with people in the same capacity [25]. Maslach and Jackson defines Burnout as a psychological syndrome that includes 3 dimensions, namely emotional exhaustion (emotional fatigue), depersonalization / cynicism (negative attitude / cynicism) and inefficacy / reduce personal accomplishment, which arises due to exposure to stressors that take place continuously at work [26]. According to Kreitner and Kinicki, job burnout is a result of prolonged stress and occurs when a person begins to question his personal values [27].

Hillhouse and Adler, Wright and Bonnet in Rhahmadia stated that burnout is a problem due to lower morale, reduced performance, increased delays, job turnover, loss of productivity, high absenteeism, and poor physical, mental and emotional health for workers. Burnout is largely described as an extreme expression of work stress, the final condition of a chronic process that is deteriorating and frustrating among individual workers [28]. Burnout is also defined as fatigue due to excessive demands on energy and resources [29]. Mimura and Griffiths stated that Burnout was related to despair, delay, and intention to leave one job [30].

The burnout indicator according to Priansa is as follows [31]:

- Physical fatigue, such as insomnia, attacks of headaches, lack of appetite, and individuals feeling sick limbs.

- Emotional fatigue, such as depression, irritability, irritability.

- Mental fatigue, such as being cynical about others, tends to harm yourself, work and organization.

- Low self-esteem, such as individuals are never satisfied with the results of work themselves.

- Depersonalization, such as alienating individuals from the social environment, apathy, and not caring about the environment and the people around them.

E. Conceptual Framework

Based on the previous description, the following is illustrated the conceptual framework (chart) of influence between research variables.
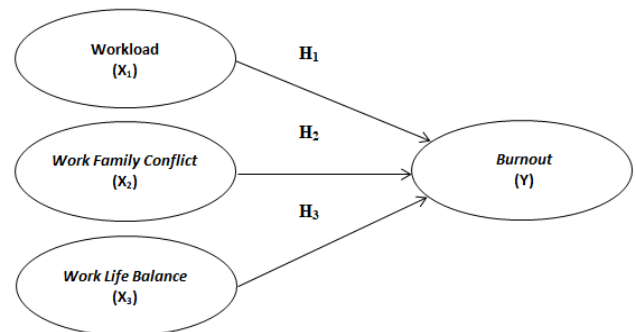

Fig. 1. Theoretical framework.

Research Hypothesis

- Workload has a positive and significant effect on burnout.

- Work Family Conflict has a positive and significant effect on burnout.

- Work Life Balance has a negative effect and is significant for burnout

III. METHODOLOGY

A. Research Design

In this study, research design was used, namely the type of quantitative research. According to Sugiyono, quantitative research can be interpreted as a research method based on positivism philosophy, used to examine certain populations or samples, sampling techniques are generally done randomly,

data collection uses research instruments, quantitative / statistical data analysis with the aim of testing the predetermined hypothesis [32].

B. Data Collection Instruments

The instrument used for data collection is a questionnaire submitted to employees. The questionnaire was distributed to 83 employees of PT Graha Planet Nusantara, Tangerang.

C. Population

The population in this study were 83 employees of PT Graha Planet Nusantara Tangerang.

D. Sample

The sample used is saturated sampling technique or census, which is a sampling technique if all members of the population are used as samples. This is often done if the population is relatively small, less than 100 people, or research that wants to make generalizations with very little errors.

E. Data Analysis

Data analysis and interpretation for research aimed at answering research questions in order to uncover certain phenomena. To analyze the data used The Structural Equation Modeling (SEM) from PLS 3.0 statistical software in the model and review of hypotheses, structural equation models.

IV. RESULTS AND DISCUSSION

TABLE I.   RESULTS OF CONVERGENT VALIDITY TEST (MODIFICATION)

Variable	Indicator	Outer Loading	Explanation
Burnout (Y)	B2	0,668	Valid
	B3	0,623	Valid
	B4	0,865	Valid
	B5	0,861	Valid
	B9	0,807	Valid
Beban Kerja (X1)	BK2	0,603	Valid
	BK3	0,740	Valid
	BK4	0,807	Valid
	BK5	0,800	Valid
	BK6	0,604	Valid
	BK8	0,747	Valid
	BK9	0,743	Valid
Work Family Conflict (X2)	WF2	0,785	Valid
	WF3	0,565	Valid
	WF4	0,659	Valid
	WF6	0,711	Valid
	WF7	0,903	Valid
	WF8	0,888	Valid
	WF9	0,820	Valid
Work Life Balance (X3)	WL2	0,600	Valid
	WL3	0,735	Valid
	WL4	0,820	Valid
	WL5	0,850	Valid
	WL6	0,590	Valid
	WL7	0,736	Valid
	WL8	0,762	Valid
	WL9	0,759	Valid

As a result of the modification of the convergent validity test in Table 1, it can be seen that all indicators have met

convergent validity because they have a loading factor value above 0.50 and thus all indicators for measuring research constructs are valid. If all indicators have a loading factor above 0.5, the proposed measurement model has the potential to be tested further.

TABLE II.   RESULTS OF AVE TEST

Variable	AVE
Burnout	0,595
Beban Kerja	0,525
Work Family Conflict	0,593
Work Life Balance	0,543

TABLE III.   RESULTS OF DISCRIMINANT VALIDITY TEST (FORNELL LACKER CRITERIUM)

	Workload	Burnout	Work Family Conflict	Work Life Balance
Workload	0,725			
Burnout	0,578	0,771		
Work Family Conflict	0,724	0,754	0,770	
Work Life Balance	0,689	0,569	0,724	0,737

From Tables 2 and 3 it can be concluded that the square root of average variance extracted ($\sqrt{(AVE)}$) for each construct is greater than the correlation between constructs one with the other constructs in the model. AVE value based on the table above, it can be concluded that the construct in the model estimated meets the criteria of discriminant validity.

TABLE IV.   RESULTS OF COMPOSITE RELIABILITY AND CRONBACH'S ALPHA TEST

Variable	Cronbach's Alpha	Composite Reliability	Explanation
Workload	0,846	0,885	Reliable
Burnout	0,823	0,878	Reliable
Work Family Conflict	0,882	0,909	Reliable
Work Life Balance	0,876	0,903	Reliable

Based on Table 4, the test results of composite reliability and Cronbach's alpha show satisfactory values, because all latent variables have reliability composite values and Cronbach's alpha ≥ 0.70. This means that all latent variables are said to be reliable.

TABLE V.   VALUE OF R^2 ENDOGENOUS VARIABLES

Variable Endogen	R-square
Burnout	0.943

The structural model indicates that the model on the Burnout variable can be said to be moderately strong with a value above 0.67. The model of the effect of independent latent variables (workload conflict, work life balance) on burnout R-square value of 0.943 can be interpreted that the variability of burnout constructs can be explained by the variability of workload, work family conflict, and work life balance of 94.3 % while 5.7% is explained by other variables outside of those studied.

A. Hypothesis Test

After testing the suitability of the model, it can be tested against the hypothesis. The hypothesis testing of the study was conducted using the Structural Equation Modeling (SEM) method with PLS 3.0 software. The basic hypothesis making is done by comparing the magnitude of the t-table with t-count at alpha 0.05 (5%) = 1.96. If t-table is less than alpha 1.96 then the hypothesis is not accepted or rejected, and vice versa if t-table> 1.96 then the hypothesis is accepted or there is a significant influence between the two variables.

TABLE VI.   RESULTS OF HYPOTHESIS TEST

	Original Sample (O)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values	Explanation
Workload → Burnout	0,238	0,256	2,471	0,000	Positive - Significant
Work Family Conflict → Burnout	0,789	0,055	5,411	0,000	Positive - Significant
Work Life Balance → Burnout	-0,487	0,260	2,982	0,000	Negative - Significan

B. The Effect of Workload on Burnout

Based on the hypothesis test in this study obtained the results of the T-statistic value of 2.471, the original sample value of 0.238, and the P Values value of 0.000. The T-statistic value is greater than the T-table value 1.96, the original sample value shows a positive value, and the P Values value shows less than 0.05, this result shows that the workload has a positive and significant effect on burnout. Excess workload is one of the problems that are often experienced by employees at work. This was confirmed by the statement of Gibson who views that every individual has experienced a workload that is too heavy (work overload) at some time [33]. Other studies also explain that there is a significant relationship between workload and work fatigue [34]. This is also in line with the results of research from Soelton and Syamsu which showed that workload had a positive and significant effect on burnout [2].

C. The Effect of Work Family Conflict on Burnout

Based on the hypothesis test in this study obtained the results of the T-statistic value of 5.411 the original sample value of 0.789, and the P Values value of 0.000. The T-statistic value is greater than the T-table value 1.96, the original sample value shows a positive value, and the P Values value shows less than 0.05, this result shows that work family conflict has a positive and significant effect on burnout. An individual who carries out several roles at the same time will surely experience conflicts that will create tension which can have an impact on the quality of life. Tension that continues to drag on in work and family can cause emotional fatigue as a symptom of burnout. Empirically researchers have found a relationship between work family conflict and burnout. This research is in line with the findings of an Allen, et al., and Rupert et al., which found higher work family conflict, higher burnout [35].

This is also in line with the results of research from Soelton and Syamsu which show that role conflict has a positive and significant effect on burnout [2].

D. The Effect of Work Life Balance on Employee Performance

Based on the hypothesis test in this study obtained the results of the T-statistic value of 2.982, the original sample value of -0.487, and the value of P Values of 0.000. The T-statistic value is more than the T-table value 1.96, the original sample value shows a negative value, and the P Values value shows less than 0.05, this result shows that work life balance has a negative effect and is significant for burnout. Someone who does not have work life balance will tend to be more susceptible to burnout than people who have work life balance or a balance between work and non-work life. Nitzsche et al. found that more and more people considered life in their homes to be negative because of their work, and they were at risk of fatigue [36]. This can mean that bringing work to life at home or not having a balance between work and non-work life can trigger job burnout.

This study is in line with research from Shanafelt et al. entitled Relative to the General US Population and Satisfaction with Work Life Balance shows that the majority of research samples that are known to have symptoms of burnout are described as having a low level of work life balance, because their working hours do not provide enough time for personal life and time for their families [37].

V. CONCLUSION AND RECOMMENDATION

A. Conclusion

- Workload has a significant positive effect on burnout of employees of PT. Graha Planet Nusantara. This means that if the burden of the employee is excessive, the employee fatigue is high.

- Work family conflict has a significant positive effect on burnout of PT. Graha Planet Nusantara. This means that if the employee conflicts in a large family, then the employee fatigue in working high.

- Work life balance has a significant negative effect on employee burnout at PT. Graha Planet Nusantara. This means that if a person's life balance is low, it will increase the work fatigue of employees.

B. Recommendation

- In the workload variable, the company should give a job or job not suddenly so that the work can be completed on time and minimize errors from work.

- Employees must limit and control conflicts that occur within the family not to be brought into work, to reduce employee fatigue that occurs within the company.

- Employees should not miss personal activities, especially if there is free time, because employees also need a balanced life between personal and work life.

- Companies must provide comfort to their employees, and employees must enjoy work. If employees do not enjoy work, then the work will feel heavy and employees feel excessive fatigue.

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